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Summary of Flash Report for the Year Ended March 31, 2026 (based on Japanese GAAP) (on a consolidated basis)

May 13, 2026

Name of the listed company: Fuji Seal International, Inc.
Security code: 7864 Stock exchange: Tokyo Prime
URL: http://www.fujiseal.com
Representative: Shigeko Okazaki, President and CEO
Contact: Fumitaka Goto, IR Division Manager TEL +81-6-6350-1080
Scheduled date of annual shareholders' meeting: June 24, 2026
Scheduled date for submission of the Securities Report: June 23, 2026
Scheduled date for initiation of dividend payments: June 8, 2026
Prepared supplementary presentation material: Yes
Held results briefing: Yes (for securities analysts and institutional investors)

* All amounts are rounded down to the nearest million yen.

1. Consolidated Financial Results for the Fiscal Year Ended March 31, 2026 (April 1, 2025 to March 31, 2026)

(1) Consolidated operating results (Millions of yen) (%: year on year change)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
Fiscal year ended March 31, 2026	217,752	2.5%	20,463	8.6%	22,009	20.1%	20,655	69.3%
Fiscal year ended March 31, 2025	212,345	8.0	18,844	41.6	18,323	24.4	12,199	18.7

Note: Comprehensive income
Fiscal year ended March 31, 2026: ¥20,715 million [10.3%]
Fiscal year ended March 31, 2025: ¥18,776 million [28.9%]

	Earnings per share (¥)		Return on equity (%)	Ordinary profit to total assets (%)	Operating profit to net sales (%)
	Basic	Diluted			
Fiscal year ended March 31, 2026	387.43	—	13.5	10.1	9.4
Fiscal year ended March 31, 2025	224.93	—	8.8	9.1	8.9

(2) Consolidated financial position (Millions of yen)

	Total assets	Net assets	Equity ratio (%)	Net assets per share (¥)
As of March 31, 2026	226,082	161,264	71.3	3,023.11
As of March 31, 2025	209,822	145,269	69.2	2,707.95

Reference: Owners' equity
As of March 31, 2026: ¥161,264 million
As of March 31, 2025: ¥145,269 million

(3) Consolidated cash flows (Millions of yen)

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at fiscal year-end
Fiscal year ended March 31, 2026	21,553	(12,483)	(4,361)	35,344
Fiscal year ended March 31, 2025	21,339	(12,459)	(3,417)	29,051

2. Dividends

	Cash dividends per share (¥)					Total dividends (full year) (millions of yen)	Payout ratio (consolidated) (%)	Dividends to net assets (consolidated) (%)
	Quarter-end			Fiscal year-end	Annual			
	1st	2nd	3rd					
Fiscal year ended March 31, 2025	—	30.00	—	38.00	68.00	3,699	30.2	2.6
Fiscal year ended March 31, 2026	—	35.00	—	46.00	81.00	4,349	20.9	2.8
Fiscal year ending March 31, 2027 (forecast)	—	43.00	—	44.00	87.00		30.3	

Note: The Company plans to pay a year-end dividend of ¥46 per share for the fiscal year ended March 31, 2026, an increase of ¥10 from the latest dividend forecast.
For details, please refer to "Notice Concerning a Change in Dividend Policy and Revision of Dividend Forecast (Dividend Increase)" announced today (May 13, 2026).

3. Consolidated Financial Forecasts for the Fiscal Year Ending March 31, 2027
(from April 1, 2026 to March 31, 2027)

(Millions of yen) (%: year on year change)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Basic earnings per share (¥)
Fiscal year ending March 31, 2027	228,600	5.0%	22,200	8.5%	22,400	1.8%	15,300	(25.9)%	286.82

4. Notes

(1) Significant changes in the scope of consolidation during the period: Yes
New: — (Company name: —)   Excluded: 1 (Company name: Fuji Seal Switzerland AG)

(2) Changes in accounting policies, changes in accounting estimates, and restatements
1. Changes in accounting policies due to revisions to accounting standards, etc.: None
2. Changes in accounting policies other than 1.: None
3. Changes in accounting estimates: None
4. Restatements: None

(3) Number of ordinary shares issued

1. Number of shares issued at the end of the period (including treasury shares)	As of March 31, 2026	60,161,956 shares	As of March 31, 2025	60,161,956 shares
2. Number of treasury shares at the end of the period	As of March 31, 2026	6,818,091 shares	As of March 31, 2025	6,516,290 shares
3. Average number of shares during the period	Fiscal year ended March 31, 2026	53,313,307 shares	Fiscal year ended March 31, 2025	54,236,144 shares

Note: The number of treasury shares at the end of the period includes shares of the Company held by a saving-type employee stock ownership plan (ESOP) trust account (hereinafter, "the trust account"). In addition, shares of the Company held by the trust account are included in the treasury shares excluded from the calculation of the average number of shares during the period.

* Consolidated financial results are exempt from audit conducted by certified public accountants or an audit firm.

(How to Obtain Financial Results Supplementary Briefing Materials)
The financial results supplementary briefing materials will be posted on the Company's website.

5. Consolidated Financial Statements
(1) Consolidated Balance Sheets

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
Assets		
Current assets		
Cash and deposits	34,394	35,801
Notes and accounts receivable - trade	52,849	56,232
Electronically recorded monetary claims - operating	12,583	10,296
Merchandise and finished goods	11,184	11,162
Work in process	6,699	7,086
Raw materials and supplies	9,739	10,550
Other	5,860	7,595
Allowance for doubtful accounts	(236)	(95)
Total current assets	133,075	138,630
Non-current assets		
Property, plant and equipment		
Buildings and structures	56,924	60,207
Accumulated depreciation	(30,558)	(33,679)
Buildings and structures, net	26,365	26,528
Machinery, equipment and vehicles	106,997	108,483
Accumulated depreciation	(86,215)	(86,923)
Machinery, equipment and vehicles, net	20,782	21,559
Tools, furniture and fixtures	11,041	12,100
Accumulated depreciation	(8,641)	(9,349)
Tools, furniture and fixtures, net	2,400	2,751
Land	8,991	9,331
Leased assets	541	574
Accumulated depreciation	(253)	(283)
Leased assets, net	288	291
Construction in progress	5,328	13,791
Other	1,852	1,788
Accumulated depreciation	(912)	(911)
Other, net	940	876
Total property, plant and equipment	65,097	75,129
Intangible assets		
Goodwill	871	936
Other	1,316	1,261
Total intangible assets	2,187	2,197
Investments and other assets		
Investment securities	3,530	3,135
Deferred tax assets	2,499	3,287
Other	3,520	3,789
Allowance for doubtful accounts	(88)	(88)
Total investments and other assets	9,462	10,124
Total non-current assets	76,747	87,451
Total assets	209,822	226,082

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
Liabilities		
Current liabilities		
Notes and accounts payable - trade	15,811	16,408
Electronically recorded obligations - operating	11,565	8,672
Short-term borrowings	6,000	4,000
Current portion of long-term borrowings	751	745
Lease liabilities	72	89
Accounts payable - other	4,644	4,706
Income taxes payable	1,801	703
Provision for bonuses	2,598	2,720
Other	12,976	14,872
Total current liabilities	56,220	52,919
Non-current liabilities		
Long-term borrowings	2,781	5,613
Lease liabilities	135	103
Deferred tax liabilities	1,284	1,739
Retirement benefit liability	2,751	2,986
Other	1,379	1,455
Total non-current liabilities	8,332	11,898
Total liabilities	64,553	64,817
Net assets		
Shareholders' equity		
Share capital	5,990	5,990
Capital surplus	6,625	6,665
Retained earnings	119,188	135,909
Treasury shares	(11,230)	(12,056)
Total shareholders' equity	120,574	136,508
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	1,006	991
Deferred gains or losses on hedges	0	(3)
Foreign currency translation adjustment	23,423	23,556
Remeasurements of defined benefit plans	265	211
Total accumulated other comprehensive income	24,695	24,755
Total net assets	145,269	161,264
Total liabilities and net assets	209,822	226,082

(2) Consolidated Statements of Income and Consolidated Statements of Comprehensive Income

Consolidated Statements of Income

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Net sales	212,345	217,752
Cost of sales	167,356	169,415
Gross profit	44,989	48,337
Selling, general and administrative expenses	26,145	27,873
Operating profit	18,844	20,463
Non-operating income		
Interest income	293	421
Dividend income	100	102
Foreign exchange gains	—	1,299
Other	244	159
Total non-operating income	638	1,983
Non-operating expenses		
Interest expenses	261	279
Foreign exchange losses	779	—
Depreciation of inactive non-current assets	101	83
Other	16	74
Total non-operating expenses	1,159	437
Ordinary profit	18,323	22,009
Extraordinary income		
Gain on sale of non-current assets	16	11
Gain on sale of investment securities	36	—
Gain on liquidation of subsidiaries	—	4,984
Gain on sale of golf club membership	0	—
Subsidy income	49	—
Total extraordinary income	103	4,996
Extraordinary losses		
Loss on sale and retirement of non-current assets	295	313
Loss on valuation of investment securities	—	409
Expense on restructuring of organization	247	549
Impairment losses	—	203
Loss on litigation	—	1,205
Loss on tax purpose reduction entry of non-current assets	13	—
Total extraordinary losses	556	2,680
Profit before income taxes	17,870	24,324
Income taxes - current	5,503	2,306
Income taxes - deferred	167	1,363
Total income taxes	5,670	3,669
Profit	12,199	20,655
Profit attributable to owners of parent	12,199	20,655

Consolidated Statements of Comprehensive Income

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Profit	12,199	20,655
Other comprehensive income		
Valuation difference on available-for-sale securities	(335)	(14)
Deferred gains or losses on hedges	3	(3)
Foreign currency translation adjustment	6,641	133
Remeasurements of defined benefit plans, net of tax	267	(54)
Total other comprehensive income	6,577	60
Comprehensive income	18,776	20,715
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	18,776	20,715
Comprehensive income attributable to non-controlling interests	—	—

(3) Consolidated Statements of Changes in Equity
Fiscal year ended March 31, 2025

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	5,990	6,599	110,990	(9,556)	114,024
Changes during period					
Dividends of surplus			(4,000)		(4,000)
Profit attributable to owners of parent			12,199		12,199
Purchase of treasury shares				(1,922)	(1,922)
Disposal of treasury shares		26		248	274
Net changes in items other than shareholders' equity					–
Total changes during period	–	26	8,198	(1,674)	6,550
Balance at end of period	5,990	6,625	119,188	(11,230)	120,574

	Accumulated other comprehensive income					Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income	
Balance at beginning of period	1,342	(3)	16,781	(1)	18,118	132,142
Changes during period						
Dividends of surplus					–	(4,000)
Profit attributable to owners of parent					–	12,199
Purchase of treasury shares					–	(1,922)
Disposal of treasury shares					–	274
Net changes in items other than shareholders' equity	(335)	3	6,641	267	6,577	6,577
Total changes during period	(335)	3	6,641	267	6,577	13,127
Balance at end of period	1,006	0	23,423	265	24,695	145,269

Fiscal year ended March 31, 2026

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	5,990	6,625	119,188	(11,230)	120,574
Changes during period					
Dividends of surplus			(3,934)		(3,934)
Profit attributable to owners of parent			20,655		20,655
Purchase of treasury shares				(1,077)	(1,077)
Disposal of treasury shares		39		251	291
Net changes in items other than shareholders' equity					—
Total changes during period	—	39	16,720	(825)	15,934
Balance at end of period	5,990	6,665	135,909	(12,056)	136,508

	Accumulated other comprehensive income					Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income	
Balance at beginning of period	1,006	0	23,423	265	24,695	145,269
Changes during period						
Dividends on surplus					—	(3,934)
Profit attributable to owners of parent					—	20,655
Purchase of treasury shares					—	(1,077)
Disposal of treasury shares					—	291
Net changes in items other than shareholders' equity	(14)	(3)	133	(54)	60	60
Total changes during period	(14)	(3)	133	(54)	60	15,994
Balance at end of period	991	(3)	23,556	211	24,755	161,264

(4) Consolidated Statements of Cash Flows

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Cash flows from operating activities		
Profit before income taxes	17,870	24,324
Depreciation	8,750	8,423
Impairment losses	―	203
Gain on liquidation of subsidiaries	―	(4,984)
Amortization of goodwill	128	109
Restructuring costs	247	549
Loss on litigation	―	1,205
Increase (decrease) in allowance for doubtful accounts	193	(137)
Increase (decrease) in provision for bonuses	280	64
Increase (decrease) in retirement benefit liability	22	85
Gain on sale of non-current assets	(16)	(11)
Loss (gain) on sales and retirement of noncurrent assets	295	313
Loss (gain) on sale of investment securities	(36)	―
Loss (gain) on valuation of investment securities	―	409
Interest and dividend income	(394)	(523)
Interest expenses	261	279
Foreign exchange losses (gains)	458	(1,226)
Decrease (increase) in trade receivables	241	(143)
Decrease (increase) in inventories	(699)	(411)
Increase (decrease) in trade payables	(1,900)	(2,777)
Increase (decrease) in accounts payable - other	468	(303)
Other, net	(178)	459
Subtotal	25,993	25,906
Interest and dividends received	395	531
Interest paid	(183)	(293)
Restructuring costs paid	―	(125)
Income taxes refund (paid)	(4,865)	(4,465)
Net cash provided by (used in) operating activities	21,339	21,553
Cash flows from investing activities		
Payments into time deposits	(6,252)	(929)
Proceeds from withdrawal of time deposits	933	5,896
Purchase of property, plant and equipment	(6,648)	(16,984)
Proceeds from sale of property, plant and equipment	108	43
Purchase of intangible assets	(270)	(305)
Purchase of investment securities	(455)	(35)
Proceeds from sale of investment securities	82	0
Loan advances	(44)	(3)
Proceeds from collection of loans receivable	47	5
Other, net	38	(170)
Net cash provided by (used in) investing activities	(12,459)	(12,483)
Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	1,978	(2,000)
Proceeds from long-term borrowings	1,516	3,600
Repayments of long-term borrowings	(791)	(722)
Purchase of treasury shares	(1,922)	(1,077)
Proceeds from sale of treasury shares	200	171
Repayments of lease liabilities	(397)	(397)
Dividends paid	(4,000)	(3,934)
Net cash provided by (used in) financing activities	(3,417)	(4,361)
Effect of exchange rate change on cash and cash equivalents	800	1,584
Net increase (decrease) in cash and cash equivalents	6,263	6,293
Cash and cash equivalents at beginning of period	22,788	29,051
Cash and cash equivalents at end of period	29,051	35,344